

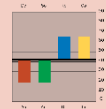
## The Specialist Group



### Manager's Coaching Cheat Sheet

Use this cheat sheet to identify different McQuaig profile types and quickly recognize effective strategies for coaching each type.

#### Classic Specialist



##### How They Present

Organized, structured, accurate, accommodating

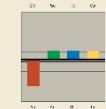
##### Do's

- Include as an integral part of your team
- Provide the necessary information required to do the job
- Rely on them to check details, fact find and research projects

##### Don'ts

- Apply unnecessary pressure
- Expect them to make big decisions easily
- Leave things to the last minute

#### Cooperator



##### How They Present

Supportive, thoughtful, easygoing, patient

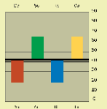
##### Do's

- Include as an integral part of your team
- Provide details, clarify expectations so they can prepare
- Depend on them to follow through carefully

##### Don'ts

- Give vague instructions - they prefer specifics
- Expect them to make tough people decisions
- Let them feel they are on their own

#### Enthusiast



##### How They Present

Cooperative, team player, outgoing, sensitive, helpful

##### Do's

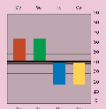
- Provide the necessary information required to do the job
- Involve them in setting deadlines
- Provide the opportunity to work on a wide variety of projects

##### Don'ts

- Expect them to make big decisions quickly or easily
- Let them feel they are on their own
- Be insincere - they can accept the good and the bad in people

## The Generalist Group

#### Classic Generalist



##### How They Present

Assertive, goal-oriented, decisive, driving, persuasive

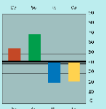
##### Do's

- Foster an environment where they can use initiative and work independently
- Provide opportunities to interact with others
- Leverage conflict

##### Don'ts

- Become defensive if they want to change things
- Object if they let things go to the last minute
- Assign too many repetitive tasks

#### Persuader



##### How They Present

Sociable, independent, competitive, restless

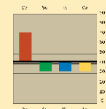
##### Do's

- Provide opportunities to interact with others
- Welcome their opinions, anticipate their willingness to take a stand
- Listen to their opinions

##### Don'ts

- Shut them out, they need to be heard
- Be unenthusiastic - they're naturally optimistic
- Be too structured in how you want things done - they may have good alternatives

#### Pioneer



##### How They Present

Ambitious, commanding, self-directed, restless, logical

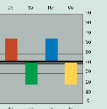
##### Do's

- Challenge them to excel and set stimulating goals
- Encourage initiative and allow them to work independently
- Accept that they often get impatient and bored with routine

##### Don'ts

- Control their activities too closely
- Become defensive if they constantly want to change things
- Assign too many repetitive tasks

#### Administrator



##### How They Present

Persistent, analytical, patient, reliable, realistic

##### Do's

- Welcome their opinions, anticipate their willingness to take a stand
- Communicate from a logical perspective and keep to the facts
- Coach them to adopt a team perspective

##### Don'ts

- Be too structured in how you want things done
- Control their activities too closely
- Apply unnecessary pressure